

3 November 1966

MEMORANDUM FOR : THE RECORD

SUBJECT : Conversation with Dean H. B. VanGorder,
Harvard Business School

1. As is customary, a call was placed this morning to Dean Van Gorder, Assistant Dean, Administrative Director of Advanced Management Program of the Harvard Business School. This is designed to permit the Dean a little advance warning, prior to the written submissions, of the name and a little brief background on the Agency candidate. His greeting was warm and after a few pleasantries I told him that I was calling as usual to give him the normal preview of coming attractions.

2. I started to give a run down including Mr. [REDACTED] date of birth when he interrupted to ask whether this might not be the PMD (Program for Management Development) candidate - that he seemed unusually young. I confirmed the date of birth saying that Mr. [REDACTED] had been a GS-15 for several years and had occupied senior and responsible positions and that he had been very carefully chosen by the normal selection process. Van Gorder then said that while age was not the sole factor, the average age was about 44. He felt that the age might well, independent of other background, jeopardize his admission by the admissions committee and wondered whether we might want to reconsider in view of this possibility. He was completely apologetic in tone and I feel genuinely concerned that the Agency might be embarrassed. He did not say he would be rejected but rather strongly implied that an older candidate, preferably at the GS-16 level, would be better.

3. I told him that I understood his feeling and said it would be communicated to others and that he would be recontacted.

4. Dean VanGorder throughout was most pleasant and apologetic and to reiterate did not say definitely that [REDACTED] couldn't be put in "with a waiver"; there is no question, however, that he recommended strongly that we defer [REDACTED] for the time being. It is perhaps germane to point out that we have considerable evidence that there is tremendous pressure on Harvard for entries and that the competition is upgrading. Our most recent candidates were:

	<u>Name</u>	<u>Grade</u>	<u>Age</u>
25X1A9a	[REDACTED]	GS-17	43
		GS-15	40
		GS-18	47
25X1A9a	[REDACTED]	GS-16	50
		GS-16	50

25X1A9a 5. The first alternate selected by the Training Selection Board is Mr. [REDACTED] GS-16, CCS, DOB 1919.

[REDACTED] 25X1A9a